

U.S. ARMY SERGEANTS MAJOR ACADEMY (BSNCOC)

R101

JUN 99

COMBAT SERVICE SUPPORT

PRERESIDENT TRAINING SUPPORT PACKAGE

# WAR FIGHTERS



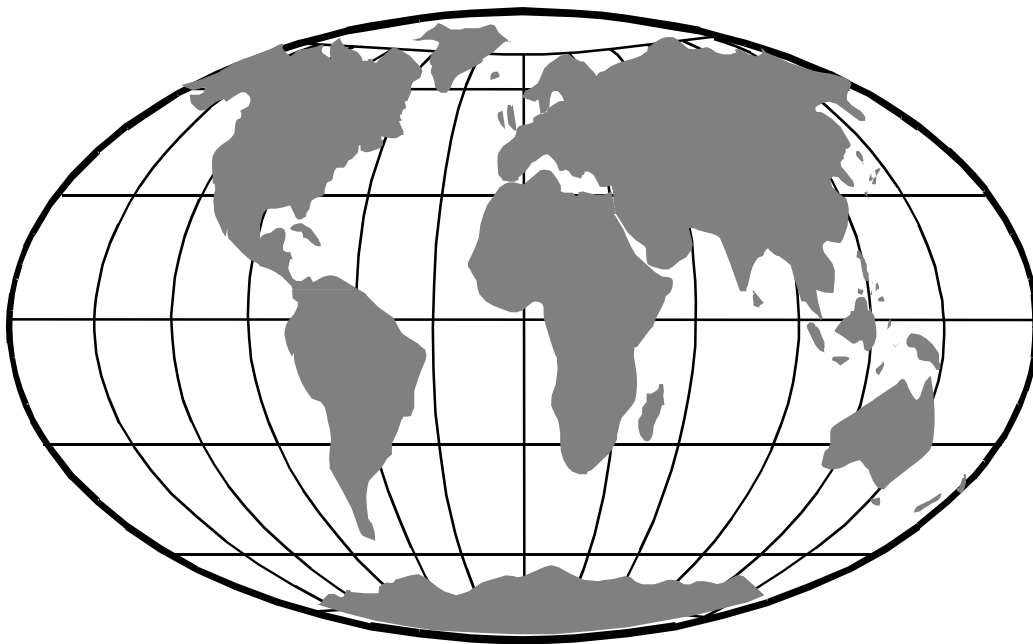
Sergeant Major



Master Sergeant



Sergeant First Class



Staff Sergeant

# OF THE 21ST CENTURY

**PRERESIDENT TRAINING SUPPORT PACKAGE**

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**TSP Number/  
Title** R101  
Combat Service Support

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**Effective Date** JUN 99

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**Supersedes  
TSPs** This supersedes Preresident Training Support Package R101, DEC 1998.

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**TSP User** The following course uses this TSP:

| Course Number | Course Title            |
|---------------|-------------------------|
| 250-ASI-2S    | Battle Staff NCO Course |

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**Proponent** The proponent for this TSP is the United States Army Sergeants Major Academy.

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**Comments  
and  
Recommendations** Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to:

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**Foreign  
Disclosure  
Restrictions** The materials contained in this course have been reviewed by the course developers in coordination with the USASMA foreign disclosure authority. This course is releasable to students from all requesting foreign countries without restrictions.

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**This TSP  
contains**

The following table lists the material included in this TSP:

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**Gender  
Disclaimer**

Unless otherwise stated, the masculine gender of pronouns used in this lesson refers to both men and women.

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## SECTION I ADMINISTRATIVE DATA

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**Task Trained** This lesson trains to standard the task listed in the following table:

|                    |  |
|--------------------|--|
| <b>Task Title:</b> | Perform combat service support (CSS) planning, guidance, and staff supervision.            |
| <b>Conditions:</b> | While serving as a battle staff NCO, in a brigade or battalion tactical operations center. |
| <b>Standard:</b>   | In accordance with FM 71-3 and FM 71-123.  |

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**Task(s) Taught or Supported** This lesson teaches or supports the following tasks:

| <b>Task Number</b> | <b>Task Title</b>  |
|--------------------|--|
| 877-400-5AAK       | Plan combat service support (CSS)                                    |
| 877-400-5AAL       | Plan combat service support (CSS) operations                         |
| 877-400-5AAM       | Plan CSS to include personnel and health services and field services |

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**Task(s) Reinforced** N/A

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**Prerequisite Lessons** None.

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**Clearance and Access** There is no security clearance or access requirement for this lesson.

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**Copyright Statement** This lesson includes no copyrighted material.

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**References**

The following table lists the reference(s) for this lesson.

| <b>Number</b> | <b>Title</b>   | <b>Date</b> | <b>Para No.</b> | <b>Additional Information</b> |
|---------------|--|-------------|-----------------|-------------------------------|
| FM 71-3       | The Armored and Mechanized Infantry Brigade  | Jan 96      | NA              | NA                            |
| FM 71-123     | Tactics and techniques for combined arms heavy forces: armored brigade, battalion/task force, and company/team | Sep 92      | NA              | NA                            |

**Equipment Required**

None

**Materials Required**

None

**Safety Requirements**

None.

**Risk Assessment Level**

Low

**Environmental Considerations**

None

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**Lesson Approval**      The following individuals have reviewed and approved this lesson for publication and incorporation into the Battle Staff NCO Course.

| Name/Signature       | Rank | Title                       | Date Signed     |
|----------------------|------|-----------------------------|-----------------|
| George V. Bucher Jr. | GS-9 | Training Specialist, BSNCOC | 20 October 1999 |
| William D. Adams     | SGM  | Chief Instructor, BSNCOC    | 20 October 1999 |
| Alan R. Tucker       | SGM  | Course Chief, BSNCOC        | 20 October 1999 |

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## SECTION II INTRODUCTION

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### Terminal Learning Objective

At the completion of this lesson, you will:

|                    |  |
|--------------------|--|
| <b>Action:</b>     | Perform combat service support (CSS) planning, guidance, and staff supervision.            |
| <b>Conditions:</b> | While serving as a battle staff NCO, in a brigade or battalion tactical operations center. |
| <b>Standard:</b>   | In accordance with FM 71-3 and FM 71-123.  |

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### Evaluation

Prior to being enrolled into Phase II of the Battle Staff Course you must take a Phase I Exam that includes questions on material from this lesson. You must correctly answer 70% of the multiple choice questions to receive a "GO" on the Phase I exam. A "GO" is required for enrollment into Phase II.

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### Instructional Lead-in

The application of superior combat power at the decisive time and place determines the outcome of the battle. The brigade commander uses his CSS assets to enhance the abilities of his maneuver battalions and to weight the main effort within the brigade. The effects of CSS assets in support of the maneuver plan are increased by integrating CSS in the maneuver plan from the beginning of the planning process through course of action (COA) development. This prevents CSS assets from becoming additives attached to a completed plan. This allows the CSS to act as true combat multipliers. Based on guidance and changing priorities, the brigade requests additional assets from division when necessary, and coordinates and integrates CSS assets. The CSS assets provide support to the brigade according to standard command and support relationships.

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## SECTION III PRESENTATION

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### ELO 1

|                    |  |
|--------------------|--|
| <b>Action:</b>     | Describe the brigade CSS system.   |
| <b>Conditions:</b> | In a self-study environment using the material contained in this lesson. |
| <b>Standard:</b>   | In accordance with FM 71-3 and FM 71-123.                                |

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**Learning  
Step/Activity  
(LS/A1),  
ELO 1,  
Command and  
Support  
Relationships**

Specific application of the command and support relationships are in the discussion of CSS elements throughout this lesson.

The leader of a CSS element that is attached, under operational control (OPCON), or in direct support (DS) to the brigade also serves as a special staff officer to the brigade commander.

During planning, preparation, and execution of the brigade mission, the CSS element leader provides assistance, advice, and recommendations on employment of his unit to the brigade commander and staff. He employs his unit as directed by the brigade commander.

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**Tactical  
Logistical  
Functions**

The functional areas of CSS cover six major areas: manning, arming, fueling, fixing, moving, and sustaining soldiers and their systems. Personnel service support (PSS), health service support (HSS), field service support (FSS), and quality of life are components of sustaining soldiers.

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**Logistics  
Characteristics**

The brigade must be armed, fixed, fueled, manned, moved and its soldiers sustained to allow the brigade commander to take advantage of opportunities to achieve tactical advantage. This requires the S-4/S-1 and the forward support battalion (FSB) commander to incorporate the logistical characteristics in every action taken. The five logistical characteristics of anticipation, integration, continuity, responsiveness, and improvisation enable tactical success.

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**LS/A1,  
ELO 1,  
Anticipation**

CSS leaders and staffs must anticipate CSS requirements. They do this by understanding the commander's intent and translating current developments into future requirements. The main purpose of anticipation is to help the brigade commander form a supportable plan. The FSB commander, brigade S-1, and brigade S-4 develop a close relationship between staffs. The FSB commander or his designated representative attends brigade staff meetings. He monitors the brigade command net to anticipate required changes to the FSB organization, employment, and operations.

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**Integration**

A close relationship between the brigade staff and FSB support operations is required to ensure sustainment operations are integrated with operations of the maneuver force. The brigade commander and staff plan tactical and CSS operations concurrently. The FSB commander and staff provide the required input to the brigade planing process to ensure the scheme of maneuver and fire support (FS) plan are supported logistically.

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**Continuity**

The brigade commander requires continuous support to retain the initiative and to ensure that the depth of the operations is not inhibited by breaks in support. This represents a considerable challenge for the FSB and other CSS elements in the brigade area. It requires CSS assets to provide continuous support while frequently relocating.

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**Responsiveness**

The CSS system must also be responsive. It must meet needs that change with little notice in all operational environments. The brigade staff and FSB support operations must adapt to changes in priorities, support operations, and brigade task organizations. CSS assets must respond quickly and provide continuous support in joint and combined operations.

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**Improvisation**

Sustainers must be prepared to improvise. The fluid nature of Army operations may quickly render routine support methods obsolete. Leaders and staffs must not interpret a guideline or technique as an absolute requirement. If it is not effective in maintaining maximum combat power and momentum, the brigade staff and FSB support operations personnel must not be afraid to discard it. Sustainers must be innovative.

---

**LS/A1,  
ELO 1,  
Brigade  
Combat  
Service  
Support**

A divisional brigade does not have any organic CSS units. Subordinate maneuver units have limited CSS elements within their headquarters companies. CSS is provided to the divisional brigade by the division support command (DISCOM) and the corps support command (COSCOM). Normally, the majority of the brigade's logistical support is provided by the FSB. Separate brigades have an organic support battalion to provide most of their required CSS. A separate brigade support battalion is similar in organization and function to a divisional FSB.

The brigade commander plans his tactical and CSS operations concurrently. He ensures that his scheme of maneuver and FS plan are logistically supportable. If CSS planners identify constraints, the commander evaluates the risks and, if necessary, establishes new priorities or modifies his tactical plan to eliminate or reduce their effect. The personal involvement and on-the-scene appraisal of the situation by CSS personnel is as important to mission accomplishment as is personal involvement by combat leaders. CSS planners must—

- Understand the commander's intent and priorities.
- Track/monitor the battle. Anticipate requirements and use initiative to meet them.
- Pre-position supplies and equipment.
- Push support forward.
- Seek windows of logistics opportunity.
- Use established routines during lulls in battle to rearm, refuel, and repair.
- Detect, fix, and destroy rear area threats within capabilities.

The key CSS personnel organic to the brigade staff are the brigade XO, S-1, and S-4. The FSB commander is in a DS relationship to the brigade commander. The FSB commander marshals and synchronizes the CSS assets required to support the brigade's tactical plan. While the FSB supports the ground maneuver brigade, they remain under the command of the DISCOM commander. The FSB normally positions the battalion units within the brigade support area (BSA) in accordance with the brigade's tactical plan. The displacement of the BSA must be carefully coordinated with the tactical

**LS/A1,  
ELO 1,**  
Brigade  
Combat  
Service  
Support,  
continued

scheme of maneuver, location of the division support area (DSA) and maintenance support teams (MST), priorities of support, and time available for displacement.

Key duties and responsibilities of brigade logisticians are as follows:

- ◆ Brigade XO coordinates the CSS effort of the brigade. He ensures that the brigade S1 and S-4 have the CSS plan fully developed. He also coordinates with the FSB commander to ensure that the FSB can support the brigade during the operation.
  - The brigade XO—
    - Directs the staff from the brigade main command post (CP).
    - Ensures continuous CSS in the brigade.
    - Keeps the brigade commander informed on logistical issues.
  - Is assisted by—
    - S-4.
    - S-1.
    - HHC Commander.
    - Brigade surgeon.
    - FSB support operations element.
- ◆ The brigade S-4 is responsible for—
  - Operating the brigade rear CP (if tasked).
  - Coordinating support with the FSB commander.
  - Coordinating with the battalion task force S-4s.
  - Coordinating support for attachments.

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**LS/A1,  
ELO 1,  
Brigade  
Combat  
Service  
Support,  
continued**

- Keeping the brigade commander informed of the logistics situation.
- Maintaining supply status.
- Planning and coordinating—
  - Maintenance.
  - Transportation.
  - Administrative moves.
  - Services.
  - Supplies.
- Determining requirements for civilian labor.
- Recommending the MSR.
- Preparing logistical plans, orders, overlays and estimates.

◆ The brigade S-1 is responsible for—

- Preparing personnel estimates.
  - Coordinating PSS.
  - Monitoring unit strength, estimating losses, and reporting casualties.
  - Determining individual replacement requirements.
  - Evaluating and enhancing morale.
  - Coordinating—
    - Health services plan.
-

**LS/A1,  
ELO 1,**  
Brigade  
Combat  
Service  
Support,  
continued

- 
- Religious services.
  - Legal services
  - Postal services.
  - Finance services.
  - Public affairs services.
  - Law, order, and discipline.
  - Morale support activities.
  - Planning and supervising use of civilian labor.
  - Planning and supervising Administrative/Logistics (A/L) support and guarding and evacuating EPWs.
  - Operating the brigade rear CP.
- ◆ The FSB commander is responsible for—
- Providing security and terrain management in the BSA.
  - Providing support to corps units operating in the brigade area (requires prior coordination between the parent corps units, the brigade HQ, and the DISCOM).
  - Advising the brigade commander on FSB support capabilities as required.
-

**LS/A1,  
ELO 1,  
Brigade  
Support Area  
(BSA)**

The BSA is the logistical, personnel, and administrative hub of the maneuver brigade. It normally consists of the brigade rear CP, the FSB, maneuver battalions and DS artillery and engineer battalion field trains, MP platoon assets, DS ADA battery, signal battalion elements, and service support augmentees from the DISCOM and COSCOM. Figure 1 depicts a possible layout for a BSA.

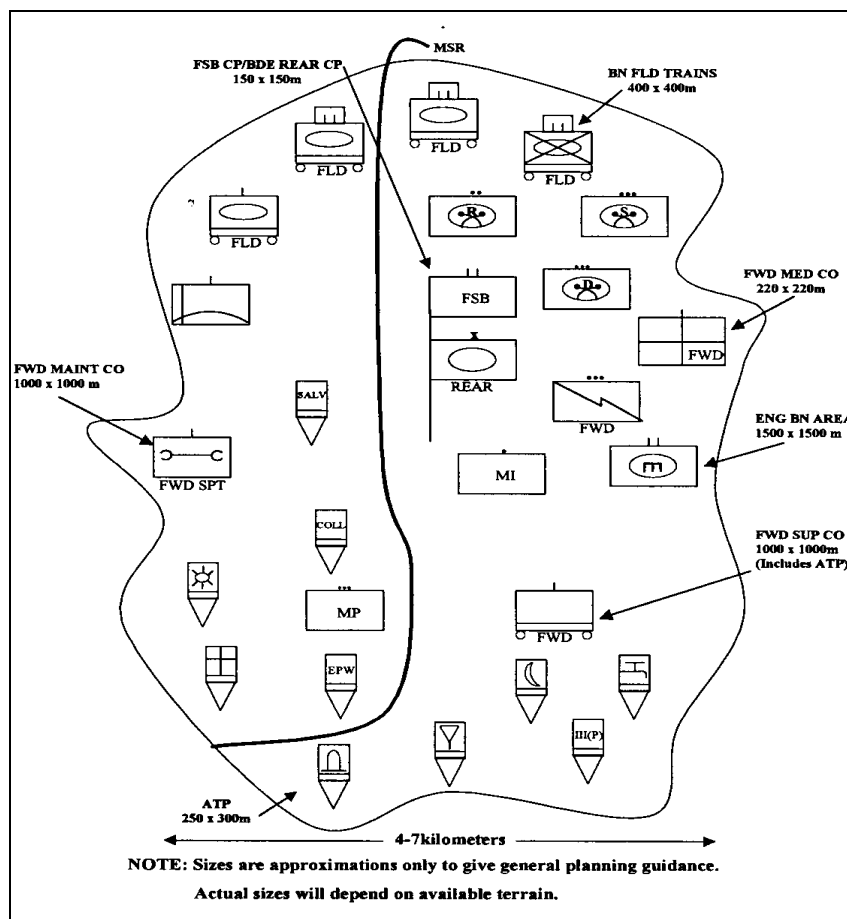


Figure 1. Brigade Support Area.

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**LS/A1,  
ELO 1,  
Brigade  
Support Area  
(BSA),  
continued**

The brigade S-3 in agreement with the brigade S-4 and the FSB commander determine the general location of the BSA. The BSA should be located so as not to interfere with the tactical movement of the brigade units, or units that must pass through the brigade area, while still maintaining the support of the battle. A good BSA location includes the following characteristics:

- Convenient to units served.
- Situated away from the main enemy avenue of approach.
- Beyond the range of threat cannon artillery (20 to 25 km for offense, 25 to 30 km for defense).
- Sufficient space to allow dispersion of facilities.
- Concealment from hostile ground and air observation.
- Firm ground for support of all vehicular traffic.
- Situated to avoid major obstacles or canalizing terrain.
- Located near a water source.
- Helicopter landing site.
- Access to a good road network to support extensive vehicle traffic.
- Situated in built-up areas to harden CPs, improve work areas, and lessen visual and infrared signature.
- Located to enhance defensive capabilities.

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**Supply Routes**

The lifelines that connect the BSA and the supported units within the brigade are the brigade supply routes. Supply routes are selected by the S-4 in coordination with the S-3 based upon the tactical plan. MPs regulate traffic using the supply route and engineer units, if available, ensure it is in a high state of repair to speed delivery of needed supplies and personnel to forward units.

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**LS/A1,  
ELO 1, Main  
Supply Route  
(MSR)**

The brigade MSR is selected based primarily on the tactical situation and the brigade commander's scheme of maneuver.

The MSR must be well marked. It must also be included on the CSS overlay and have a sufficient number of traffic control points. Some route considerations are—

- Is the route capable of handling the heaviest vehicle in the brigade?
- What is the estimated number of refugees using the route?
- Is it capable of sustained bi-directional traffic?
- What are its vulnerabilities, such as bridges that can be destroyed?
- Are there any choke/congestion points, such as towns and confusing intersections?
- How many cross-over routes are possible from the MSR to the alternate supply route?
- What is the primary threat to the MSR?
- What is the enemy air threat?
- Are there partisan activity or refugee movement conflicts?
- Where does brigade responsibility end and battalion task force begin?
- Who is responsible to defend the brigade portion?
- Are there vulnerable places that must be continuously guarded?
- Will the enemy use persistent chemical agents on the route?

The alternate supply route must meet the same considerations as the MSR. It may be identified as the "dirty" route for contaminated casualties.

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**LS/A1,  
ELO 1,  
Forward  
Support  
Battalion**

The FSB commander is the brigade commander's chief logistician in the brigade area. Each FSB provides direct support (DS) logistical support for a specific maneuver brigade, units that are DS to the brigade, and selected corps units on an area support basis. It is organized with a headquarters and headquarters detachment (HHD), a supply company, a maintenance company with designated system support teams which can be task organized into maintenance support teams (MST), and a medical company.

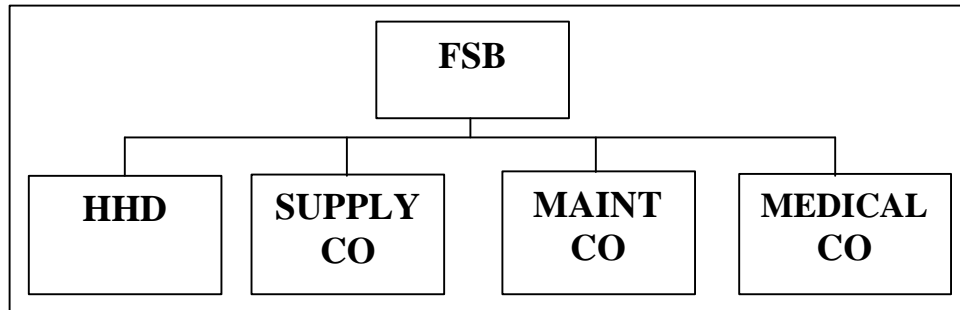


Figure 2. Forward Support Battalion

The FSB provides dedicated support to the same brigade on a habitual basis both in garrison and in tactical operations. The FSB's primary role is to provide direct support to the brigade and division units operating in the brigade area. This role entails a dual requirement. First, the FSB must plan to support future operations. It must anticipate requirements and incorporate planning guidance. In addition, the FSB must support current operations and monitor the implementation of the support plan. The FSB is also responsible for base cluster defense of the BSA and operates under the brigade command for this mission.

The two most important concepts in supporting the armored brigade are forward support and area support.

**Forward  
Support**

As the name of the FSB implies, the focus of the CSS structure is on providing support as far forward as practical. Supplies, weapon systems, and repair assets for easily repairable equipment should be provided by the corps, main support battalion, and FSB to the field trains or beyond whenever practical. Also, the FSB ensures damaged equipment not easily repairable is evacuated from as far forward as practical. Health service support (HSS) should also be focused on forward support.

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**LS/A1,  
ELO 1,  
Area Support**

Because of the ever-changing combination of division units operating in the brigade area, it would be almost impossible and certainly inefficient to dedicate CSS units to support strictly structured units. The DISCOM commander has to cross-level assets when substantial changes are made in the size and types of units supported by an FSB. However, sufficient flexibility has been put in the FSB to accommodate minor variations in supported units and still provide DS level logistics to all division and (with required augmentation) supporting corps units operating in the brigade area.

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**Maintenance  
Operations**

The overriding goal in FSB maintenance operations is to provide forward support to return combat systems to the battle as soon as possible. Repairing systems forward reduces transportation requirements and time. It maximizes the availability of equipment to the user. The FSB maintenance company has been given the capability to perform the mission operations well forward (see Figure 3 for maintenance company organization). Whenever possible, equipment is repaired on site. However, this is not always possible and practical. The tactical situation, extent of damage, or availability of people, parts, or tools may make recovery or evacuation more desirable.

Tailored tank or infantry maintenance support teams (MST) normally operate forward to support subordinate armored or mechanized infantry battalion task forces. They provide on-site expertise on combat vehicles and are usually located at the battalion unit maintenance collection point (UMCP). The MST performs DS maintenance for automotive, turret, fire control, small arms, power generation, and communication equipment. Reinforcing support for these teams is provided by base shop maintenance sections of the maintenance company.

The maintenance company provides DS maintenance for CSS units supporting the brigade from the BSA. Augmentation from the main support battalion enables the FSB to service all brigade “divisional slice” assets to include missile and EW assets.

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LS/A1,  
ELO 1,  
Maintenance  
Operations,  
continued

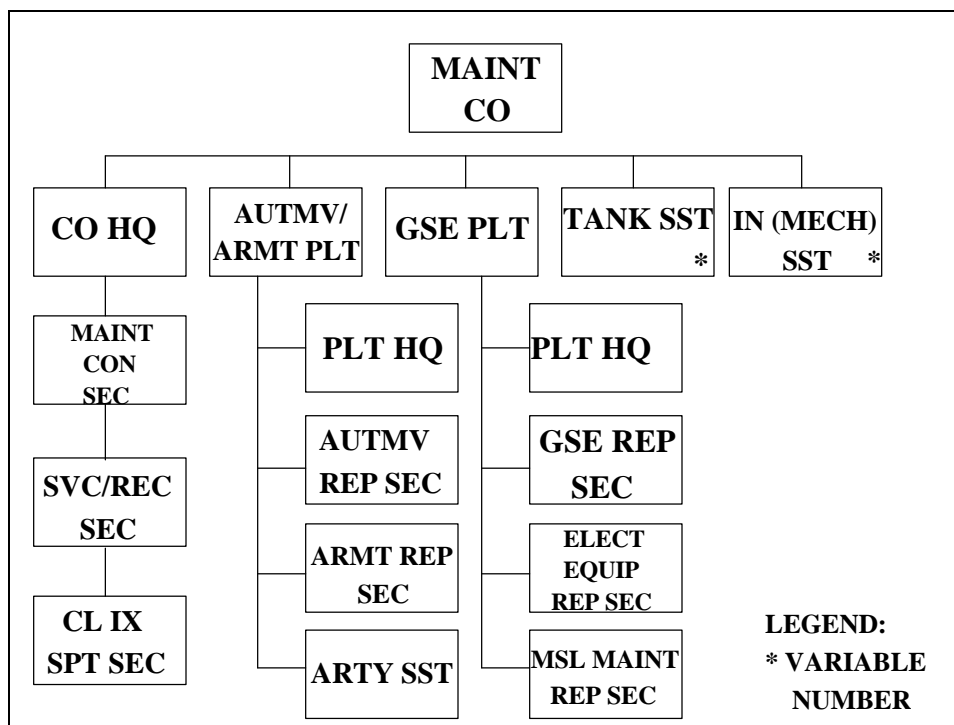


Figure 3. Forward support battalion maintenance company.

Medical  
Operations

The forward support medical company plays a vital role in the manning task by providing division and unit level health service support to all units operating in the supported brigade's area on an area support basis. As shown in Figure 4, the company consists of a company headquarters, treatment platoon, and an ambulance platoon.

The company performs the following functions:

- Treatment of patients with minor diseases and illnesses, triage of mass casualties, initial resuscitation and stabilization, advanced trauma management, and preparation for further evacuation of patients incapable of returning to duty.
- Ground evacuation of patients from battalion aid stations and designated collection points.
- Emergency dental care.
- Emergency medical resupply to units in the brigade area.

**LS/A1,  
ELO 1,  
Medical  
Operations,  
continued**

- Medical laboratory and radiology services commensurate with division level treatment.
- Outpatient consultation services for patients from unit level medical treatment facilities.
- Patient holding for up to 40 patients able to return to duty within 72 hours.
- Coordination with the unit ministry team (UMT) for required religious support.

The treatment element of the medical company operates from mobile medical treatment facilities. These mobile medical treatment facilities feature built-in equipment. They require minimum time, therefore, to become operational. This allows the treatment element to closely follow the maneuver brigades and to provide more responsive support.

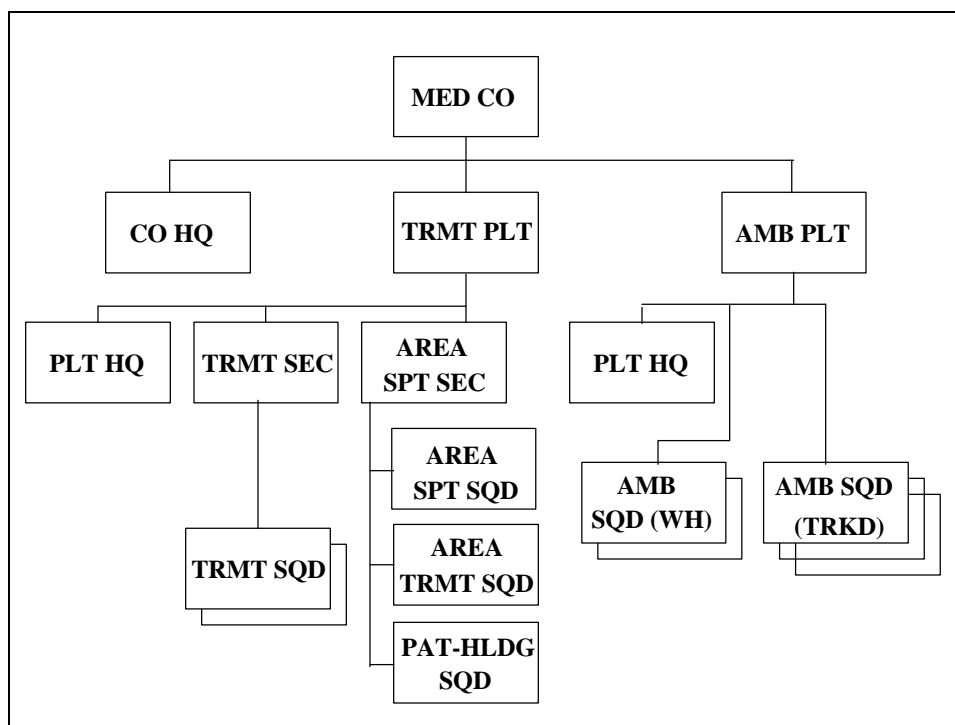


Figure 4. Forward support medical company.

**LS/A1,**  
**ELO 1,**  
 Medical  
 Operations,  
 continued

Anticipate the occurrence of mass casualties. Managing these situations will severely tax the entire HSS system. The brigade surgeon reviews the internal brigade treatment/evacuation plans and submits recommendations for action. In such situations, the division, when possible, shifts its treatment and evacuation resources to meet the requirements. When required, request additional evacuation resources and treatment elements from the corps medical brigade/group. The key to managing mass casualties is the use of on-site triage and emergency medical treatment teams. Other important areas include effective communications and skillful employment of evacuation vehicles (air and ground). The rapid buildup of evacuation assets at the mass casualty location eases the problem. Also, the prompt movement of patients to all available medical treatment facilities helps. This movement dissipates the medical workload by distributing casualties equitably among the medical treatment facilities. This is done based on the patient's condition and on the medical treatment facility's capabilities.

Classes of  
 Supply

Supplies are grouped into ten classes (Classes I through X) and miscellaneous supplies.

Class I

Class I consists of subsistence, gratuitous health and welfare items.

Class II

Class II includes clothing, individual equipment, tentage, hand tools, administrative and house keeping supplies and equipment, and chemical defense and decontamination items.

Class III

Class III has POL, including petroleum fuels, lubricants, hydraulic and insulating oils, preservatives, liquid and gases, bulk chemical products, coolants, deicer and antifreeze compounds, components and additives of petroleum and chemical products, and coal.

Class IV

Class IV consists of construction materials, including installed equipment and all fortification and barrier materials.

Class V

Class V is ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.

|   |   |
|---|---|
| <b>LS/A1, ELO1,</b><br>Classes of<br>Supply,<br>continued<br>Class VI | Class VI is all personal demand items, such as candy, cigarettes, soap, and cameras (nonmilitary sales items). Sundry packs are also Class VI items.  |
| Class VII   | Class VII has major end items such as launchers, tanks, mobile machine shops, vehicles, and organizational tool sets.   |
| Class VIII  | Class VIII is medical material, including repair parts peculiar to medical equipment.   |
| Class IX  | Class IX consists of repair parts and components, including kits, assemblies, and subassemblies (repairable and unrepairable) which are required for maintenance support of all equipment.  |
| Class X   | Class X has most material to support nonmilitary programs such as agriculture and economic development (not included is Classes I through IX).  |
| Supply<br>Operations  | The supply company supports the arming system through its Class V operations, the fueling system through Class III operations, and the manning task through provision of rations, clothing, and individual equipment. Specifically, the company provides receipt, storage, and issue of Classes I, II, III, IV, and VII items. It also conducts Class V transloading operations at its ammunition transfer point (ATP) and operates a salvage point. The company consists of a company headquarters and a supply platoon and is organized as shown in Figure 5. |

**LS/A1, ELO1,**  
Supply  
Operations,  
continued

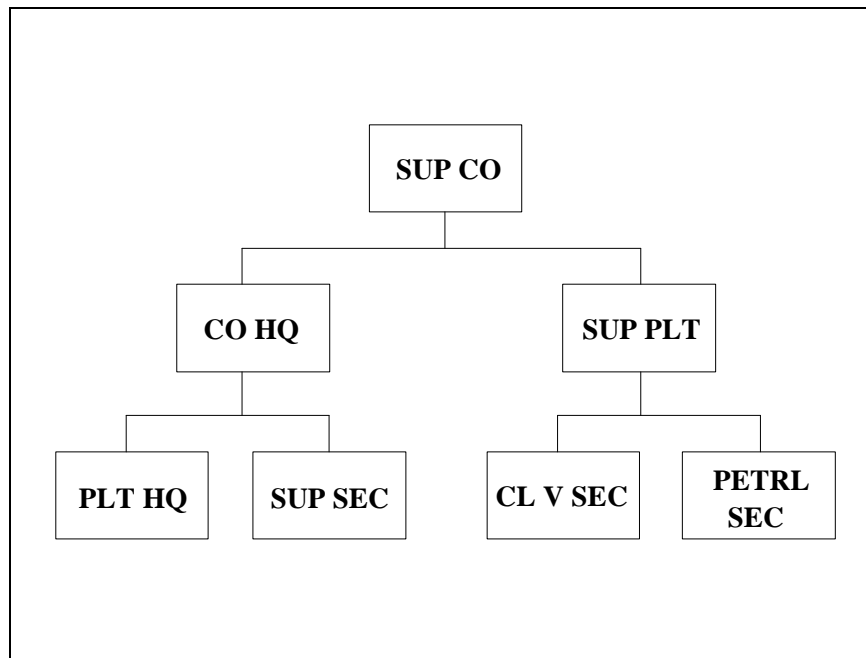


Figure 5. Forward support battalion supply company.

The company performs the following functions:

- Receive and issue Class I, II, packaged III, IV (limited), and VII supplies as well as unclassified maps. It also provides limited storage for these items. Authorized stockage list stocks are stored by the main support battalion supply and service company. The company does not receive, store, or issue classified maps, aircraft, airdrop equipment, communications security, or construction materiel.
- Receive, store, and issue bulk petroleum using organic fuel transporters.
- Transload Class V supplies from corps transportation assets to unit vehicles.
- Operate a salvage point for all supplies except COSCOM supplies, toxic agents, aircraft, ammunition, explosives, and medical items.
- Provide unit maintenance for organic vehicles and equipment as well as those of the headquarters and headquarters detachment (HHD).

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|   |   |
|---|---|
| <b>LS/A1, ELO1,</b><br>Supply<br>Operations,<br>continued | The FSB must be 100 percent mobile with organic equipment. To enhance mobility, the quantity and variety of supplies the supply company can have on hand at any given time are limited. As a result, the supply company has several supply principles available to cut down on the response time between initial request and subsequent issue to the brigade. |
|---|---|

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|             |  |
|-------------|--|
| Push System | A push system is the initial go-to-war supply system in an undeveloped theater. Preplanned packages of selected supplies are sent forward to replenish expended supplies in anticipation of requirements of supported units. Initial quantities are based on strength data and historical demand. When the theater stabilizes, the supply system becomes a push system to the BSA for critical supplies based on personnel strengths and forecasted requirements. Other supplies are provided through a pull system based on actual demand. Supplies may still be pushed at the battalion and brigade level, especially during high intensity combat operations to heavily engaged units. Such units may be unable to ask for supplies because of gaps in the chain of command or intensive jamming on a fluid battlefield. Supplies may also be pushed to support a deep operation. |
|-------------|--|

---

|                            |   |
|----------------------------|---|
| Throughput<br>Distribution | Throughput distribution bypasses one or more echelons in the supply system to minimize handling and speed delivery forward. Supplies are often throughput to the FSB from the corps and, in the case of Class IV barrier materials and some Class VII major end items, may be throughput directly to the user in the forward area. When most of the load is for a specific unit, the transporter may deliver directly to the requesting unit. |
|----------------------------|---|

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|  |  |
|--|--|
| Supply Point<br>and Unit<br>Distribution | In an effort to tailor supply distribution, the supply company uses a combination of supply point distribution and unit distribution to support the brigade. When supply point distribution is used, unit representatives come to the supply points in the BSA to pick up their supplies. Maneuver battalion task forces with field trains in the BSA have their own organic unit supply, fuel, and ammunition trucks assembled in the field trains along with repaired equipment, personnel replacements, and other assets. There they form a logistics package (LOGPAC) that goes forward to provide support to forward-deployed elements. (LOGPAC operations are detailed in FM 71-2.) The supply company tries to cut down on the distances the forward units must travel by positioning supplies as far forward as possible. To provide a quick turnaround for forward units, the supply company also staggers the unit pickup times and sets up to provide a smooth traffic flow through the supply areas. |
|--|--|

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|   |   |
|---|---|
| <b>LS/A1, ELO1,</b><br>Supply Point<br>and Unit<br>Distribution,<br>continued | Due to limited transportation assets in the FSB, supply point distribution is normal for most classes of supply. Unit distribution by corps assets is used to deliver barrier materials to emplacement sites. Other classes of supply may be delivered using unit distribution when the tactical situation permits and transportation assets are available. Emergency resupply using unit distribution may be accomplished via motor or air transport.  |
| Personnel<br>Service<br>Support (PSS)   | <p>PSS is an important component of CSS. At the brigade level, it encompasses many CSS functions that sustain the combat potential of the force and the morale and welfare of the soldier.</p> <p>PSS activities are divided into two general categories—combat critical and sustainment. Other functions such as chaplain activities are considered essential and have a significant impact on the welfare of the force. The former category focuses on the function that must be performed regardless of the intensity of combat. The latter category deals with the functions that are temporarily controlled or suspended as combat intensity increases.</p> <p>Initial PSS planning should focus on the combat critical tasks of personal services and health services. Once the planning for the critical functions is complete, attention is then focused on the other functions of PSS. The sustainment functions are not fixed and will vary depending upon the situation.</p> |
| Personnel<br>Services   | <p>The brigade S-1 section serves as a conduit between subordinate units and the G-1/AG. Because of distances and communications capabilities, all reports are submitted through the brigade S-1 for forwarding to the appropriate agency. Initial personnel data is submitted by subordinate and attached units of the brigade through the Tactical Army Combat Service Support Computer System (TACCS) device using battle rosters and by-name reports. The brigade S-1 also provides information to subordinate units on status of evacuated/hospitalized personnel and adjusts personnel requirements accordingly.</p>  |
| Strength<br>Accounting  | <p>Strength accounting is the process by which combat readiness (personnel status) is measured. It keeps track of the troops on hand, identifies those that have been lost, and identifies those that are needed.</p>   |

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| <b>LS/A1, ELO1,</b><br>Personnel<br>Losses | <p>A personnel loss is any reduction in the assigned strength of a unit. Losses are categorized as follows:</p> <ul style="list-style-type: none"> <li>• Battle Loss. Battle losses are losses incurred in action to include killed in action (KIA), wounded in action (WIA) or injured in action and evacuated from the unit, missing in action (MIA), and captured by the enemy.</li> <li>• Nonbattle Loss. Nonbattle losses are those not directly attributed to being in action, to include nonbattle dead, accident/injury, missing, sickness/disease, and stress.</li> </ul>   |
| Administrative<br>Losses                   | <p>Administrative losses are those due to transfers from the unit, absent without leave (AWOL), desertion, confinement, rotation, and discharges.</p>  |
| Casualty<br>Reporting                      | <p>The primary personnel accounting function on the battlefield is casualty reporting. On the battlefield, high-volume individual and mass casualties should be expected. Casualty information must be collected, recorded, and reported with 100 percent accuracy as rapidly as the situation permits. The casualty reporting system is a by-name personnel accounting system that begins at unit level with the person who knows that a casualty has occurred. Support casualty feeder and witness statements are forwarded as soon as possible. Reports are forwarded through the brigade S-1 section to the division AG personnel accounting section. Patient evacuation and mortality reports and treatment and disposition logs are provided daily to the brigade S-1 from the FSB medical company. Information is then provided to subordinate units to update personnel daily summary reports.</p> |
| Replacement<br>Operations                  | <p>The brigade S-1 is the brigade commander's principal staff officer for individual personnel replacement operations. The rate of loss varies with a number of factors such as the theater or operations, climate, terrain, training and conditioning of troops, type of activity, and the enemy. The division AG provides replacement projections to the brigade S-1. The S-1 can then adjust projected assignments based upon impending tactical operations, brigade commanders priorities, and return to duty status of stragglers and treated casualties.</p>   |

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**LS/A1, ELO1,**  
Sustainment  
Personnel  
Services

The following personnel services are centralized and performed by division AG or corps personnel service company personnel. Whenever possible, procedures are kept informal to ensure responsiveness and to reduce the number of people required to process a given action. All documents must flow quickly to and through given units. Normally, the following services are initiated through subordinate battalion/separate company personnel and administrative centers (PAC) and appropriate forms forwarded through the brigade S-1 to G-1/AG actions:

- Personnel records maintenance.
- Personnel action.
- Awards.
- Promotions/reductions.
- Classifications/reclassification actions.

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**Administrative  
Services**

Technical assistance to the brigade for the following subfunctions of administrative services are normally provided by the corps personnel service company:

- Classified document control.
- Reports and forms control.
- Publications supply.
- Printing and reproduction.
- Files and records management.

Internal correspondence management and distribution are administrative services that must be closely monitored and managed by the brigade S-1 section. The S-1 develops SOPs for distribution procedures and specific responsibilities to ensure a responsive flow of correspondence.

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|---|---|
| <b>LS/A1, ELO1,</b><br>Chaplain<br>Activities     | The brigade chaplain is the staff officer responsible for implementation of the unit religious program. Included in this program are worship opportunities, administration of sacraments, rites and ordinances, pastoral care and counseling, development and management of the unit ministry team (UMT), advice to the commander and staff on matters of morals, morale as affected by religion, and ministry in support of combat shock casualty treatment. All elements enhance the total well being of the soldier and increase the cohesion of the brigade.  |
| <hr/>   |   |
| Postal Services                                   | Mail is the soldier's link to family and friends. Inefficient distribution of mail can quickly undermine morale. In the early stages of conflict at the brigade level, postal services to individuals are usually restricted to personal mail that conforms to the free mailing privilege (first class letter mail, postal/post cards, and sound recordings). The brigade S-1 establishes a daily mail schedule. Outgoing mail is consolidated at the brigade S-1 section prior to being forwarded to the divisional postal element. Incoming mail is dropped at the brigade SI section for pickup by battalion personnel.    |
| <hr/>   |   |
| Finance<br>Services                               | The mission of finance support organizations during conflict is to provide high-priority support to the soldier on an area basis. This means the same finance unit supports all soldiers within a geographical locale, regardless of unit affiliation. During deployments, mobile pay teams from corps-level finance organizations provide support to the brigade. Individual soldiers are given the choice of receiving a specified amount of combat pay or cashing of personal checks or other negotiable instruments for the same specified amount or less. The brigade SI coordinates for support of the mobile pay team. |
| <hr/>   |   |
| Legal services                                    | Personnel of the division staff judge advocate (SJA) section provide legal service support to the commander and soldiers. This support is on an as-required basis coordinated by the brigade S-1.   |
| <hr/>   |   |
| <b>LS/A1,</b><br><b>ELO 1,</b> Lesson<br>Exercise | Click here to go to <a href="#">Lesson Exercise 1</a> .   |

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**ELO 2**


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|                    |  |
|--------------------|--|
| <b>Action:</b>     | Explain the planning of CSS for a battalion task force (TF).             |
| <b>Conditions:</b> | In a self-study environment using the material contained in this lesson. |
| <b>Standard:</b>   | In accordance with FM 71-3 and FM 71-123.                                |

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**LS/A1,**  
**ELO 2,**  
 Battalion Task  
 Force

The battalion task force commander works primarily through his XO, S-4, S-1, and battalion maintenance officer (BMO) to anticipate and plan requirements for CSS and employ his service support assets to ensure accomplishment of the mission. The XO directs the staff coordination from the main CP. He is assisted by the S-4, S-1, BMO, HHC commander, support platoon leader, medical platoon leader, and CSM.

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## S-4

The S-4 is the focal point of the logistical planning in the task force. It is his responsibility to tie the entire admin/log network together. His primary duties and responsibilities include—

- Serving as OIC of battalion task force combat trains.
  - Serving as primary staff officer in areas of supply, transportation, and field services
  - Serving as logistics planner with focus on future battles.
  - Anticipating requirements.
  - Controlling combat trains CP operations.
  - Monitoring the tactical situation and preparing to assume duties of the battalion task force main CP.
- 

## S-1

The S-1 is the primary administrative planner. His key focus is on manning the TF. Some of his other duties include—

- Responsibility for personnel service support functions in the battalion task force.
  - Responsibility for strength accounting, replacement operations, and casualty reporting.
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**LS/A1, ELO2,**  
S-1, continued

- Assisting the S-4 in operations in the combat trains CP.
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**BMO**

The BMO's duties and responsibilities include—

- Serving as OIC of the unit maintenance collection point (UMCP).
  - Controlling maintenance support and establishing the maintenance time guidelines for the maintenance platoon.
  - Shifting assets to respond to workload demands and the battalion task force commander's priorities.
  - Structuring maintenance assets to meet battalion task force requirements.
  - Anticipating maintenance requirements and problems.
- 

**HHC**  
Commander

The HHC commander becomes involved in the CSS system as the OIC of the field trains. His responsibilities include—

- Coordinating support of the task force in the BSA.
  - Acting as liaison officer to the brigade rear CP.
  - Acting as battalion task force logistical "problem solver."
  - Coordinating the flow of information between the combat trains CP and the field trains sections through communications with the S-4.
  - Directing the company team supply sergeant in the formation of logistics packages (LOGPAC).
  - Making decisions affecting CSS operations in the absence of the XO.
- 

**Command**  
Sergeant Major

As the most senior NCO in the TF, the CSM advises the commander on matters pertaining to the enlisted personnel. His ability to move throughout the TF area allows him to assist the CSS staff in troubleshooting the CSS system and providing information on the current logistics situation.

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**LS/A1,  
ELO 2,  
Combat  
Service  
Support  
Organizations**

The TF CSS mission is executed by organic elements and supporting units. The combat trains CP is responsible for synchronization of these elements. The support platoon, maintenance platoon, medical platoon, S-1 section, and the S-4 section are organic elements of the TF. Additional CSS is provided by the FSB that is in DS of the brigade.

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**S-1 Section**

The S-1 section is responsible for the personnel services function and the general administration of the battalion. The PAC supervisor and the PSNCO assist the S-1. The S-1's personnel are located at the combat trains CP in the battalion task force combat trains and in the field trains. The S-1 and his personnel in the combat trains CP primarily perform critical tasks of strength accountability, casualty reporting, and replacement operations. The S-1 section in the field trains performs primarily administrative services, personnel actions, legal services, and finance. The S-1 also has the primary staff responsibility for enemy prisoner of war (EPW) operations and medical planning. He coordinates with the S-2 for interrogation of prisoners and the S-4 for processing of captured equipment and transportation requirements for EPW. The S-1 coordinates with the medical platoon leader to ensure that patient treatment and evacuation are planned and coordinated throughout the TF area.

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**Medical  
Platoon**

The medical platoon sorts, treats, and evacuates or returns to duty the sick and injured. It stocks medical supplies for the task force and provides all Class VIII supply support. It is also responsible for maintaining and evacuating battalion medical equipment in need of higher echelon maintenance. The medical platoon leader or field medical assistant provides patient data to the S-1.

The medical platoon's survivability and mobility are increased by the use of armored evacuation vehicles. The medical platoon leader (a physician), with the aid of a physician's assistant, operates the battalion aid station. The field medical assistant, a medical service corps officer, handles the administration and logistics of the medical platoon. Coordination between the combat medical sections and each company is maintained.

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**LS/A1,  
ELO 2,  
S-4 Section**

The S-4 section requisitions and distributes supplies to company supply sections and turns in captured supplies and equipment as directed. Personnel in the sections are in the field trains and the combat trains CP. They are cross-trained with personnel of the S-1 section in critical tasks to allow for continuous operations.

The S-4 section, supervised by the S-4 and assisted by the battalion supply sergeant, is responsible for supply, transportation, and field service functions.

In combat, the S-4 concentrates heavily on six classes of supply: Classes I, II, III, IV, V, and VII. The support platoon leader, working with the S-4 and HHC commander, coordinates requisition, receipt, preparation, and delivery of supply Classes I, III, and V. The supply section is responsible for the requisition, receipt, and delivery of Classes II, IV, and VII supplies.

The S-4 section and support platoon are responsible for obtaining maps. Maps are stocked by the supply and service (S&S) company of the main support battalion and are requested through the supply company of the FSB. The S-2 is responsible for distributing maps as required. Classified maps are obtained through G-2 channels.

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**Support  
Platoon**

The support platoon has a headquarters section, decontamination section, transportation section, a mess section, and Class III and V supply sections.

Although the support platoon leader works for the S-4, he is under the supervision of the HHC commander in the field trains. The support platoon sergeant, which is also the truck master of the transportation section, assists the platoon leader.

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**Maintenance  
Platoon**

The maintenance platoon performs unit maintenance on all TF equipment except communications security (COMSEC) and medical equipment. The platoon leader is the BMO. The maintenance technician and the battalion motor sergeant assist him.

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**LS/A1,  
ELO 2,  
Maintenance  
Platoon,  
continued**

All maintenance assets are consolidated in the maintenance platoon. The responsibility for operator and crew maintenance remains with the companies.

Class IX supply (repair parts) is centralized within the maintenance administration section. The prescribed load list (PLL) is loaded on cargo trucks and trailers. To facilitate rapid repair, selected high-usage PLL items may be on the tracked vehicles supporting a company team. The administration section's PLL clerks manage PLL.

The recovery support section provides limited welding, metalworking, and backup recovery support to the maintenance teams.

The maintenance services section provides backup maintenance support to the company maintenance team (CMT) and maintenance support to the rear elements of the TF. The Light Division does not have CMTs.

CMTs provide maintenance support to each of the maneuver companies. This support includes automotive, turret, and CE maintenance, as well as recovery.

Maintenance teams are task organized by the BMO based on the company's weapon systems. When tracked vehicles from the maintenance team are positioned forward with the company combat trains, the company commander establishes priorities of work and positions the team (usually accomplished by the 1SG). When a company is detached from the battalion, the BMO detaches a CMT to support the company.

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**Planning  
Combat  
Service  
Support,  
Principles**

CSS functions are performed as far forward as the tactical situation permits. CSS planning must be continual to support the tactical operation. Consideration is given to everything that can affect the mission. CSS staff officers and commanders plan CSS operations concurrently with the tactical plan. Planning priorities must be given to those areas that are vital to mission accomplishment.

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**LS/A1,  
ELO 2,**  
Supporting  
Combat  
Operations

To ensure effective support, CSS operators and planners must understand the commander's tactical plans and intent. They must know—

- What each of the supported elements will be doing.
- When they will do it.
- How they will do it.

After analyzing the concept of operations, CSS planners must be able to accurately predict support requirements. They must determine—

- What type of support is required.
- What quantities of support are required.
- The priority of support, by type and unit.

Assess the support capabilities of the task force using the support requirements of the tactical plan as a base--

- What CSS resources are available (organic, lateral, and higher headquarters).
- Where the CSS resources are.
- When CSS resources can be made available to the maneuver units.
- How they can be made available.

Based on this information, develop the CSS plans by applying resources against requirements.

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**LS/A1,  
ELO 2,**  
Supporting the  
Offense

If offensive momentum is not maintained, the enemy may recover from the shock of the first assault, gain the initiative, and mount a successful counterattack. Therefore, CSS priority must go to maintaining the momentum of the attack.

A successful attack may develop into an exploitation or a pursuit, and CSS planners must be flexible enough to support either type of operation. The following techniques and considerations apply to CSS offensive planning:

- Essential CSS assets such as ammunition, POL, medical, and maintenance are in the combat trains.
  - Establish maintenance priorities based on METT-T.
  - Units recover damaged vehicles only to the MSR for further recovery.
  - Plan for increased POL consumption (based on terrain).
  - Push preplanned and preconfigured LOGPACs of essential CSS items if communications break down.
  - Plan for increased vehicle maintenance, especially over rugged terrain.
  - Make maximum use of CMTs and maintenance support teams (MST) in forward areas.
  - Request throughput distribution to reduce handling of supplies.
  - Increase use of MREs with a corresponding decrease of B rations.
  - Use captured enemy supplies and equipment, particularly support vehicles and POL. (Captured POL is used only in captured equipment.)
  - Search for natural water sources in forward areas.
  - Suspend most field service functions except graves registration.
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**LS/A1,  
ELO 2,**  
Supporting the  
Offense,  
continued

- Prepare for increased casualties and additional evacuation and graves registration requirements. Plan and coordinate with higher headquarters for assistance.
- Carefully select supply routes, logistic release points (LRP), and subsequent trains locations based on map reconnaissance. Consider alternative routes. Consider airlift and airdrop for resupply.
- Plan and coordinate increased EPW operations.
- Plan replacement operations based on known and projected losses.
- Consider the increasing distances (and correspondingly longer travel times) to ammunition supply points (ASP) and ammunition transfer points (ATP).
- Make sure CSS preparations for the attack do not compromise tactical plans.

The above considerations apply to some degree to all offensive operations. The change from one type of operation to another, such as from the hasty attack to a pursuit, does not require a major shift in CSS support. The XO, assisted primarily by the S-4, organizes the TF's CSS assets to permit uninterrupted support. Remember that the main purpose of CSS in the offense is to support the momentum of the attack.

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Supporting the  
Defense

The immediate purpose of the defense is to cause an enemy attack to fail or, in contrast to offensive operations, to break the momentum of the attack.

As in an offensive operation, the most critical time in the defense is the preparation stage. General considerations include the following:

- Stockpile limited amounts of ammunition, POL, and barrier material in centrally located battle positions (BP) in the forward area. Make plans to destroy those stocks, if necessary. (If these resources are limited, this will not be an option.)
-

**LS/A1,  
ELO 2,**  
Supporting the  
Defense,  
continued

- Resupply during limited visibility to reduce the chance of enemy interference; infiltrate resupply vehicles to reduce the chances of detection.
- Plan to reconstitute lost CSS capability. Identify personnel from the field trains as potential replacements to reestablish the lost capability.
- Use recovery assets in the UMCP to recover equipment to the BSA. Make sure support teams have adequate communications.
- Because a TF in the covering force is difficult to resupply, consider the use of airdrop and pre-positioned stocks in subsequent defensive positions.
- Consider the additional transportation requirements for movement of supply Class IV barrier material, mines, and pre-positioned ammunition, plus the CSS requirements of additional engineer units assigned for preparation of the defense.
- In defensive operations, prestock ammunition on occupied and prepared positions. However, plans must be made for the control of this ammunition. These include—
  - Informing all subunits, to include CPs, of the ammunition. Overlays are the preferred method.
  - Specifying routes from BPs to ammunition location.
  - Providing protection, to include overhead cover.
  - Moving or destroying, if necessary.

Continuous  
Support

CSS elements conduct sustainment operations continuously when maneuver companies are not fighting, TF CSS elements take advantage of the lull to prepare the maneuver elements for the next operation.

Maintenance and repair work is done whenever the opportunity exists. Repairing and returning damaged equipment to the fight requires early diagnosis and identification of faults and is done as far forward as possible. The unit will maximize the use of battle damage assessment and repair (BDAR).

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**LS/A1,  
ELO 2,  
Continuous  
Support,  
continued**

Emergency resupply is conducted when needed, but routine resupply is usually conducted at night. Vulnerability and limited cross-country mobility of CSS vehicles dictate that LOGPACs use existing road networks at night.

Continuous CSS operations require careful personnel management. Routine details, perimeter guard, and operator maintenance use support personnel time not spent on the road. A carefully planned and strictly enforced rest-work schedule or sleep plan is necessary to ensure continuous capability.

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**Task Force  
Logistics  
Estimates**

Logistics estimates analyze factors affecting mission accomplishment. Logistics planners use estimates and LOGSTAT reports to make recommendations and conclusions concerning proposed courses of action and to develop plans to support selected concepts of operation. The key concerns of logistics planners are the status of supply Classes III, IV, V, and VIII and the operational status of tanks, Bradley Fighting Vehicles (BFV), and other combat vehicles. Logistics estimates are rarely written. They are frequently formulated in terms that answer the following questions:

- What is the current status of maintenance, supply, and transportation?
- How much is needed to support the concept of operation?
- How will it get to where it is needed?
- What external (FSB) support is needed?
- Can the requirements be met using LOGPAC operations, or are other techniques necessary?
- What are the negative impacts on other CSS plans?

The XO ensures that the S-1, S-4, and BMO stay abreast of the situation in each of their respective areas. He does this by ensuring that the plan is fully developed. He also war-games with the CSS staff officers. He can participate in and direct CSS rehearsals and conduct net calls on the A/L net to coordinate the plan. The XO will attempt to be at critical events in the logistics plan, such as LRPs, when the LOGPACs arrive. He can pull the 1SGs together at LRPs to pass information and coordinate the total logistics plan. He also conducts checks of the combat train's CP to ensure that it is abreast of both the logistics and tactical situations.

The S-1 is principally concerned with maintenance of up-to-date strength

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**LS/A1,**  
**ELO 2,**  
 Task Force  
 Logistics  
 Estimates,  
 continued

reports, priorities for personnel replacements, and anticipated casualties. Because of the long lead-time needed to ensure resupply, the XO frequently gives specific guidance to the S-4 concerning repositioning of combat trains, probable requirements for contingency and follow-on missions, and considerations for task organization changes. The S-4 begins planning based on the XO's guidance. He alerts the FSB supply company of probable special requirements and determines the lead times necessary to ensure the requirements are met. As TF plans firm up, the S-4 coordinates necessary field trains actions with the HHC commander.

The BMO task organizes his platoon to provide support to the company teams (based on their organization) to ensure there is backup recovery and maintenance support in the UMCP, and to support heavy repair work in the field trains. The BMO keeps track of the status of repair parts and the estimated return times of damaged equipment. Based on the XO's guidance, he coordinates for backup support from the FSB maintenance company. When the tactical situation permits, the BMO requests additional forward support in the form of MSTs or specific types of repair team support from the FSB maintenance company.

The main CP monitors key CSS factors such as last LOGPAC times, numbers of operational combat systems, and overall personnel status. The combat trains CP updates the main CP on these factors when a significant change is noted or on a recurring bases as established in the TF SOP.

The S-1, S-4, BMO, and their key deputies must be able to give an accurate summary of the status of their areas; the compressed time planning process for hasty operations may allow them no more time than that.

**LS/A2,**  
**ELO 2,**  
 Lesson  
 Exercise

Click here to go to [Lesson Exercise 2](#).

**ELO 3**

|                    |   |
|--------------------|---|
| <b>Action:</b>     | Explain the planning of battlefield CSS operations for a battalion task force (TF). |
| <b>Conditions:</b> | In a self-study environment using the material contained in this lesson.            |
| <b>Standard:</b>   | In accordance with FM 71-3 and FM 71-123.   |

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**LS/A1,  
ELO 3,  
Battlefield CSS  
Operations,  
Task Force  
Trains**

The organization of trains varies according to the mission and support assets assigned to the TF. Trains may be centralized in one location (unit trains), or they may be echeloned in three or more locations (echeloned trains). Unit trains are formed in assembly areas (AA) and during extended tactical marches. Forming unit trains eases coordination and control and increases trains' security. Unit trains are controlled by the S-4 with the assistance of the S-1. The HHC commander moves with the BSA to maintain coordination with the FSB and the brigade rear CP.

The TF CSS assets are normally echeloned into company trains, battalion combat trains, and battalion field trains. The combat trains are organized to provide immediate critical support for the combat operation. Field trains are normally in the BSA and under the control of the HHC commander, who coordinates with the brigade S-4 and FSB commander for security and positioning. The composition of the combat and field trains varies according to the factors of METT-T.

The most forward CSS elements are the company trains. The medical evacuation team (routinely attached to the company) and the CMT tracked vehicles, when forward, operate from the company trains. The company 1SG positions these elements, tasks the medical evacuation team, and establishes priority of work for the CMT.

When operating in echeloned trains, the company supply sergeant usually operates from the field trains. Coordination between the company supply sergeant and the 1SG is conducted throughout the combat trains CP to the HHC commander over the admin/log net; it is supplemented by face-to-face coordination during LOGPAC operations.

The combat trains include the combat trains CP, the UMCP, the battalion aid station, the decontamination vehicle, some supply Classes III and V vehicles, and some supporting elements from the FSB. The combat trains are controlled by the S-4 and assisted by the S-1. All elements are tied to the combat trains CP by landline and operate on the admin/log net.

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**LS/A1,  
ELO 3,  
Task Force  
Trains,  
continued**

The combat trains are generally 1 to 2 kilometers from the main CP. They should be close enough to the forward line of own troops (FLOT) to be responsive to the forward units but out of range of enemy direct fire. The combat trains can expect to move frequently to remain in supporting distance of the combat elements (normally 4 to 10 kilometers). Factors governing positioning of the combat trains include the following:

- Communications between the combat trains CP, main CP, field trains CP, brigade rear CP, and forward units are required.
- Cover and concealment from both air and ground observation are desired.
- The ground must support vehicle traffic.
- A suitable helicopter-landing site should be nearby.
- Routes to LRPs or to company positions must be available.
- Movement into and out of the area must not be restricted.

Built-up areas are good locations for trains. They provide cover and concealment for vehicles and shelters that enhance light discipline for maintenance. In built-up areas, battalion train elements should occupy buildings near the edge of the area to avoid being trapped in the center.

The UMCP, established by the BMO, provides forward maintenance support to the TF. It is normally located in the combat trains.

The HHC commander controls the field trains in the BSA. Generally, field trains include the field trains CP (HHC CP), PAC, mess sections, company supply sections, and remaining elements of the maintenance and support platoon that are not forward.

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**LS/A1,  
ELO 3,  
Task Force  
Trains,  
continued**

The BSA is that portion of the brigade rear area occupied by the brigade rear CP, FSB, TF field trains, FA field trains, and various unit-level support elements of other divisional troops. The BSA is usually 20 to 30 kilometers behind the FLOT. CSS assets in the BSA include elements from the FSB, maneuver unit field trains, and selected corps (COSCOM) resources, as required. Brigade CSS is managed by the brigade S-4 in coordination with the FSB commander.

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**Resupply  
Operations**

The most efficient resupply of a forward TF is accomplished by the LOGPAC, a method in which resupply elements are formed on the basis of logistics requirements of the unit. LOGPACs are organized in the field trains by the company supply sergeant under supervision of the HHC commander and the support platoon leader. LOGPACs are organized for each company team in the TF and moved forward on at least a routine resupply. When possible, all LOGPACs move forward as a march unit under the control of the support platoon leader. Special LOGPACs are organized and dispatched as required by the tactical situation and logistical demands.

The TF staff, under the guidance of the XO, must plan and coordinate LOGPAC operations in detail to ensure that they fully support the commander's tactical plans.

The TF SOP will establish the standard LOGPAC. Normally, a company team LOGPAC will consist of the following:

- Unit supply truck with water trailer.
  - Petroleum, oils, and lubricants trucks.
  - Ammunition trucks.
  - Vehicles carrying additional supplies/personnel.
-

**LS/A1,  
ELO 3,  
Resupply  
Operations,  
continued**

After the LOGPAC is created, it moves forward under the control of the supply sergeant. The support platoon leader may organize a convoy for movement of all LOGPACs under his control, or he may dispatch unit LOGPACs individually. The convoy may contain additional vehicles, such as a maintenance vehicle with Class IX supplies, to move the UMCP or an additional ammunition or fuel vehicle for the combat trains. The LOGPACs move along the MSR to a logistics release point (LRP) where the unit 1SG or a unit guide takes control of the company LOGPAC. When the unit supply sergeant moves his LOGPAC to the LRP, he must know the MSR and be in radio contact with the combat trains CP or HHC CP.

Maintenance assets from the UMCP may join the company team LOGPAC at the LRP, if needed forward.

From the LRP, the company 1SG or guide controls the LOGPAC and conducts the resupply. The unit 1SG informs his supply sergeant of requirements for the next LOGPAC. The supply sergeant collects personnel (including those killed in action), EPWs, outgoing mail, and equipment for movement to the field trains. The LOGPAC then follows unit SOP and returns to the LRP or to the field trains.

LRP locations are determined by the S-4 based on the tactical situation. Normally, two to four LRPs are planned. LRPs, as well as the MSR, combat trains, and field trains locations are included on the operations overlay, if possible. If not, they are on a CSS overlay. The combat trains CP notifies subordinates and the field trains CP of which LRPs will be used. The LOGPAC convoy arrival time at the LRP and the length of time it remains are normally established by SOP. For example, the SOP may call for an LRP time of 1800 hours to 2400 hours daily. This indicates that the LOGPAC convoy arrives at the LRP not later than 1800 hours. The unit must meet its LOGPAC, complete its resupply, and return the LOGPAC to the LRP not later than 2400 hours. If the tactical situation dictates otherwise, the S-4 must determine the time and notify units accordingly.

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**LS/A1,  
ELO 3,  
Resupply  
Operations,  
continued**

Subordinates must ensure that the resupply vehicles return to the LRP as soon as possible so they can return to the field trains and begin preparation for the next mission. If the LOGPAC cannot be completed on schedule, the combat trains CP is notified by the 1SG or XO.

At least one senior representative from the combat trains (S-4, S-1, or NCO) should be present at the LRP. His purpose is to meet with the unit 1SG and support platoon leader for coordination of logistical requirements and to ensure the LOGPAC release and return takes place efficiently. The battalion XO may also attend this meeting to assist in the CSS coordination for the TF. A brief meeting is normally held immediately before the 1SG picks up his LOGPAC. Coordination may include:

- Changes in logistical requirements reflecting any last minute task organization.
- Receiving hard-copy reports on personnel, logistics, and maintenance from the 1SGs.
- First-hand updates on the tactical situation and logistical status.
- Delivering and receiving unit mail and distribution.

The company supply sergeant or support platoon leader moves the LOGPAC from the LRP back to the field trains. The supply sergeant and support platoon leader then begin organization of the next LOGPAC.

The HHC 1SG coordinates and supervises resupply of the scout and mortar platoons, the main CP, combat trains, and attached support units. He operates primarily from the field trains.

The platoon sergeant of these elements must submit a timely LOGSTAT report to the combat trains CP to ensure timely and accurate resupply. The most desirable method of resupply is to form small LOGPACs for these elements, with the platoon sergeant picking them up at the LRP in the same manner as a company 1SG. Attachments larger than a platoon must come to the TF with CSS vehicles, on which LOGPACs can be built.

In some cases, the HHC 1SG will deliver the LOGPAC to the main CP, combat trains, and scout and mortar platoons. Attachments may receive resupply at one of these locations.

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**LS/A1,  
ELO 3,  
Resupply  
Operations,  
continued**

Another option for attachments is to resupply them at a nearby company team LOGPAC. The S-4 coordinates this resupply before the LOGPACs are dispatched.

Resupply operations for the scout platoon pose several unique problems. Special procedures may be necessary to resupply the scout platoon, including:

- Resupplying the platoon by having each track individually pull off line and move to a resupply site. This method may be feasible when the platoon is performing security for a stationary force.
- Resupplying the platoon near the combat trains as the platoon repositions between missions.
- Designating one Class III supply vehicle in the combat trains to fuel the platoon on short notice (opportunity refueling).

Units in direct support of or OPCON to the TF are responsible for the resupply of their elements operating forward with the TF except for the following:

- The ADA battalion commander coordinates for the TF to resupply DS ADA units with some classes of supply. This may be directed in higher headquarters SOPs and usually includes supply Classes I, III, V, and IX (common items).
- The TF provides engineer materials (supply Classes IV and V) to supporting engineer units. Additionally, engineer units supporting the TF receive Classes I, III, V, and IX supply support to the maximum extent possible.

The parent unit S-4 or company commander of the supporting element coordinates with the TF S-4 or HHC commander on resupply of the forward elements. Normally, the supporting units' resupply elements assemble in the BSA and move to the TF field trains area. The HHC commander then dispatches these resupply elements forward, along with the TF LOGPACs, to the LRP. At the LRP, the platoon sergeant of the forward supporting element takes control of the resupply element. These resupply elements maintain contact with the combat trains CP while forward in the TF area. If coordinated between the supporting parent unit and the TF, the TF directly manages the resupply of these forward elements. The parent unit must provide the additional logistical assets necessary to supplement the TF's capabilities.

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**LS/A1,  
ELO 3,  
Resupply  
Operations,  
continued**

No matter how support was coordinated, any element within the TF AO must be under the TF commander's control or at least remain in contact with the TF combat trains CP to avoid interfering with TF maneuver.

While the LOGPACs are the preferred methods of resupply, there will be times when other methods of resupply are required.

*Resupply from the combat trains (immediate resupply).* The combat train has a limited amount of supply Classes III and V for immediate unplanned resupply. The S-4 coordinates immediate resupply from the combat trains and then refills or replaces the combat trains' assets.

*Cache.* Caches are supplies placed and concealed along the battlefield. This is normally done during defensive operations when supplies are placed in subsequent BPs. Some key considerations are that caches need to be covered and concealed, need to have some type of security, and once placed, tend to be used on a first-come, first-served basis. Plans must be made for the destruction or movement of caches rather than allowing their capture.

*Mobile pre-positioning (MPP).* MPP is similar to caches except the S-4 retains control of the resources. With MPP, the supplies remain on the truck that is positioned forward on the battlefield. MPP is used when the S-4 determines that the enemy situation or the terrain will prevent needed immediate resupply.

The LOGPAC planning, preparation, and execution is conducted as with any other operation.

*Planning.* The LOGPAC operations plan must take into consideration requirements for the company. Rehearsals are conducted for route reconnaissance, LOGPAC formation, security operations during movement, and reactions during the convoy. The support platoon leader also needs to make sure that procedures are developed for lost vehicles, maintenance problems occurring during the movement, and changes to the mission, especially if the LOGPAC must wait along the supply route for the tactical situation to fully develop before resupply takes place.

*Preparation.* The support platoon leader and company supply sergeants, supervised by the HHC commander, must make sure that all items necessary in the forward area are in the LOGPAC.

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**LS/A1,  
ELO 3,  
Resupply  
Operations,  
continued**

This includes the resupply vehicles and repaired or replacement combat vehicles that are being sent forward. The HHC commander will also ensure that wheeled recovery assets if available are at the rear of the convoy. He also needs to determine the tactical status of the forward elements to include the tactical situation from the BSA through the battalion area. This information will allow the support platoon leader to brief the supply sergeants and drivers on situations they may encounter during movement and subsequent resupply operations. This could include minefield locations along the route of march, tank ditches, terrain considerations, NBC contaminated areas, and possible changes to the plan due to changes to the tactical situation.

*Execution.* After the rehearsals and preparation are complete, the support platoon leader must control the LOGPAC from the field trains site to the LRP. He needs to intersperse radios throughout the LOGPAC convoy to allow him to maintain control of the convoy. He needs to be made aware of any situation that develops and must issue instructions to handle the situation. The HHC ISG can be invaluable in assisting in the control of the entire convoy.

*Aerial Resupply.* Aerial resupply can be used at battalion level. It is the responsibility of the battalion S-4 to coordinate the actual resupply, but the battalion XO and S-3 approve the need for aerial resupply. The S-4 develops the plan for the resupply. He must coordinate with the support unit that provides the supplies for composition of the supply packages that will come forward. He must also coordinate with the company or section that will receive the supplies for the return of the sling-load equipment. The unit or section that receives the supplies must ensure that a suitable LZ is available for delivery of the supplies. It must guide the aircraft into the site. Aerial resupply at the battalion level can be extremely useful in delivering prepackaged supply of Class IV items and push packages of Classes V and IX supply. When using aerial resupply for Class III supplies, coordination must be made to have the pumps and hoses available to move the fuels from the delivery containers to the vehicles that will be receiving the fuel.

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**CSS for Cross-  
Attachments**

There are two types of cross-attachments that require different CSS considerations; those between TFs and those within a TF. When a unit changes the task organization, lead times to change service support plans must be considered. This gives the CSS elements time to move around the battlefield.

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**LS/A1,  
ELO 3,  
CSS for Cross-  
Attachments,  
continued**

These elements include the maintenance element and vehicles for fuel and ammunition resupply. Within a TF, this requires a reconfiguration of loads on ammunition vehicles and determination of fuel requirements. Between TFs, this entails the physical movement of the CSS personnel and equipment. This can take enormous amounts of time to accomplish, depending on the location of the units and trains elements.

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**Cross-  
Attachments  
Between Task  
Forces**

When a company is cross-attached, the CSS necessary to support it is also cross-attached. This slice is established by higher headquarters SOP. It usually consists of medical and maintenance support and supply Classes III, V, and IX. The cross-attachment of CSS assets is between TFs; these assets do not belong to the cross-attached company. If the company is employed pure, the CSS assets are used to support the company. However, if the company is further task organized, the support assets may need to be task organized as well to provide the most efficient support within the TF.

*Medical.* The medical evacuation team that supports the company remains with the company when it is detached or cross-attached.

*Maintenance and Class IX supply.* One CMT and one PLL clerk with a PLL truck and trailer are cross-attached to support the CMT's tracked vehicles. Consideration should be given to cross-attaching a team of mechanics (with transportation) from the battalion maintenance platoon services section to reinforce the repair capabilities of the CMT.

*Class III supply.* Fully loaded trucks from the support platoon, sufficient to refuel the company, are cross-attached. Usually, this means that one fuel HEMTT is needed for a mechanized infantry company and two or three HEMTTs are needed for a tank company.

*Class V supply.* Ammunition vehicles, sufficient to support the company, are cross-attached from the support platoon. These trucks should be loaded and prepared for the next LOGPAC operation. Usually, a mechanized infantry company requires two 5-ton trucks with trailers, and a tank company requires two or three HEMTTs.

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**LS/A1,  
ELO 3,  
Cross-  
Attachment  
Within A Task  
Force**

When company teams are formed, the CSS requirements for each of the teams change from those of the base company organization. For example, a tank-heavy team (two tank platoons and one mechanized infantry platoon) has more personnel than the tank company and has a different vehicle mix. Such factors require support changes in these areas.

*Maintenance.* Provide BFV PLL and BFV-trained mechanics.

*Class III supply.* BFVs use less fuel than tanks; the operation determines how much less.

*Class V supply.* Ammunition for the tank company (less one-third of the total for the detached platoon), plus 25-mm, TOW, Dragon, and 5.56-mm ammunition needed to support the mechanized infantry platoon, must be brought forward on LOGPAC resupply.

TF CSS planners task organize support assets to ensure adequate bulk fueling capability and material handling equipment (MHE) are supporting the company teams. The S-4's logistics estimate is the key in this decision-making process. Additionally, the BMO may direct cross-attachments between CMTs to facilitate forward repairs of all types of vehicles in the company teams, but this is less likely. More likely, the BMO will direct that the attached CMT continue to support the attached company (now a company team) and that repairs of the cross-attached platoon(s) vehicles be accomplished in the UMCP by the wheeled assets of the attached CMT and/or the attached element from the maintenance services section.

**Coordination  
and Control**

The coordination requirement for cross-attachment of CSS assets are established in the higher headquarters SOP. Usually, the coordination is accomplished between TF XO's using the brigade admin/log net. This coordination should establish the numbers and types of supporting assets to cross-attach, the time the attachment will occur, and the location(s) to which the attachments will move. Additional coordination, such as signals, signs and countersigns, and the requirements for guides conducted, as necessary.

**LS/A1,**  
**ELO 3,**  
Movement

---

Movement from one TF area to the other may be done in one of two principal methods:

- Movement under control of the cross-attached company commander. If the cross-attached company is required to displace from its present location, the supporting CSS assets may be assembled to move with this unit.
  - The advantages to this method are that it provides protection for the displacing of CSS assets, allows immediate refueling to the unit after its move, and facilitates linkup with the unit when it completes its move.
  - The disadvantages to this method are that it requires considerable time for the company and the CSS assets to link up and that elements positioned in the field trains (in the BSA) may move a great distance, only to end up at another location in the BSA.
  - Movement by element. This method is frequently employed when the cross-attached company does not have to displace. In this case, the CMT support services section displaces from one UMCP to the other. The cross-attached support platoon elements displace from one field trains area to the other. These moves are made under the control of the senior NCO who reports to the BMO or HHC commander at the gaining unit location.
  - The advantages to this method are that it does not require the assembly of the company and its supporting elements and that the distance the field trains elements move is probably small.
  - The principal disadvantages to this method are that no protection is provided to the moving elements and that the attachment of CSS elements may occur piecemeal.
-

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**LS/A1,  
ELO 3,  
Command,  
Control and  
Communication  
(C3)**

CSS C3 is the responsibility of the TF XO. The S-4 routinely coordinates all logistics operations based on the XO's guidance. C-2 facilities are the combat trains CP and the field trains CP.

The combat trains CP includes the S-4 CP carrier (M577) with enough S-1 and S-4 personnel cross-trained to ensure continuous operations. The combat trains must stay abreast of the tactical situation and current task organization. They must monitor the TF command net to identify CSS requirements and to receive requests, reports, and requirements from TF subordinate elements. Subordinate elements' requirements are analyzed, consolidated, and forwarded to the field trains CP or to the appropriate supporting agency. The HHC commander coordinates and directs elements in the field trains to take action to meet the forward unit's requirements.

The field trains CP, established by the HHC commander, is the coordination and control center for the support platoon, PAC, maintenance platoon (-), and the battalion and company supply sections. Personnel from these sections operate the field trains CP under the supervision of the HHC commander. The HHC commander coordinates all requirements for TF organic and attached elements with all units in the BSA and parent units, as necessary.

At TF level, CSS communications may be by any combination of FM radio, MSE, courier, or wire. The admin/log radio net is used for most CSS traffic. For lengthy reports, use messenger, wire, or MSE.

The combat trains CP is the net control station (NCS) for the admin/log net. The S-1, S-4, HHC commander, BMO, support platoon leader, medical platoon leader, company 1SGs, and others (as required) operate on the TF admin/log net. The combat trains CP also operates on the brigade admin/log net and on the TF command net.

Communications are critical to expedite the CSS effort. Unit 1SGs must report their losses and requirements as soon as they become known. The combat trains CP receives and analyzes these requirements and notifies the field trains or dispatches resupply vehicles from the combat trains as needed. When use of radio is not possible, messages are sent with resupply or evacuation vehicles. The combat trains CP maintains positive control of vehicles moving forward to the LRPs. The TF sends reports to the brigade rear CP in the BSA. TF SOP establishes procedures for resupply without request in the event communications fail.

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**LS/A2,  
ELO 3,  
Lesson  
Exercise**

Click here to go to [Lesson Exercise 3](#).

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## **SECTION IV      SUMMARY**

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**Review/  
Summarize  
Lesson**

This lesson has provided you with information to familiarize you with the brigade combat service support system, planning combat service support and battlefield combat service support operations for a battalion task force, and to identify the ten classes of supply. Remember that combat service support must sustain the ability of the task force to fight. Without smooth, timely, and efficient combat service support, we cannot win.

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**Check on  
Learning**

The lesson exercises that you completed during this lesson serves as the check on learning for the TLO.

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**Transition to  
Next Lesson**

None

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## **SECTION V      STUDENT EVALUATION**

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**Testing  
Requirements**

Prior to being enrolled into Phase II of the Battle Staff Course you must take a Phase I Exam that includes questions on material from this lesson. You must correctly answer 70% of the multiple choice questions to receive a “GO” on the Phase I exam. A “GO” is required for enrollment into Phase II.

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## Lesson Exercise 1: Instructions

The following five questions will test your knowledge of the materials covered in ELO 1. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.















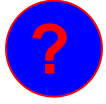












Who coordinates the CSS effort of the brigade?

- A. Commander.
- B. XO.
- C. S-1.
- D. S-4.





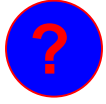












Who determines the general location of the BSA?

- A. Commander.
- B. S-1.
- C. S-2.
- D. S-3.





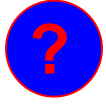












Who selects the brigade supply routes?

- A. S-1.
- B. S-2.
- C. S-3.
- D. S-4.





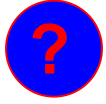












The two most important concepts in supporting the armored brigade are \_\_\_\_\_ and \_\_\_\_\_

- A. Offensive and defense.
- B. Forward support and area support.
- C. Forward support battalion and brigade support area.
- D. Centralized operations and decentralized operations.



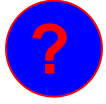












A \_\_\_\_\_ system is the initial go-to-war supply system in an undeveloped theater.

- A. Packaged
- B. Push
- C. Pre-positioned
- D. Cache















**INCORRECT**

**The correct answer is B.**

The XO coordinates the CSS efforts of the brigade. PTP, Page 10.















**CORRECT**















**INCORRECT**

**The correct answer is D.**

The general location of the BSA is determined by the brigade S-3 in consonance with the brigade S-4 and the FSB commander. PTP, Page 14.













**CORRECT**















**INCORRECT**

**The correct answer is D.**

Supply routes are selected by the S-4 in coordination with the S-3 based upon the tactical plan. PTP, Page 14.















**CORRECT**















**INCORRECT**

**The correct answer is B.**

The two most important concepts in supporting the armored brigade are forward support and area support. PTP, Page 16.













**CORRECT**















**INCORRECT**

**The correct answer is B.**

A Push System is the initial go-to-war supply system in an undeveloped theater.  
PTP, Page 23.















**CORRECT**

















## Lesson Exercise 2: Instructions

The following five questions will test your knowledge of the materials covered in ELO 2. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.



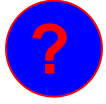












Who serves as the OIC of the UMCP?

- A. S-4.
- B. Assistant S-4.
- C. BMO.
- D. HHC Commander.





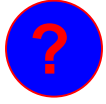












What section is responsible for supply, transportation, and field service functions?

- A. S-1.
- B. S-2.
- C. S-3.
- D. S-4.





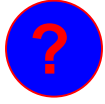












To ensure effective support, CSS operators and planners must understand the commander's tactical plans and intent. They must know what each of the supported elements will be doing, when they will do it, and \_\_\_\_\_

- A. How they will do it.
- B. Where they will do it.
- C. The size of the unit.
- D. The major systems in the unit.





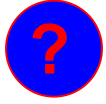












When supporting the offense what must the CSS priority be?

- A. Communication.
- B. MSR maintenance.
- C. Maintaining the momentum.
- D. The enemy situation.



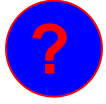












Who is principally concerned with maintenance of up-to-date strength reports, priorities for personnel replacements, and anticipated casualties?

- A. S-1.
- B. S-2.
- C. S-3.
- D. S-4.















**INCORRECT**

**The correct answer is C.**

The BMO duties and responsibilities include serving as OIC of the UMCP.  
PTP, Page 29.















**CORRECT**















**INCORRECT**

**The correct answer is D.**

The S-4 section... is responsible for supply, transportation, and field service functions.  
PTP, Page 31.













**CORRECT**















**INCORRECT**

**The correct answer is A.**

To ensure effective support, CSS operators and planners must ... what each of the supported elements will be doing, when they will do it, and how they will do it. PTP, Page 33.















**CORRECT**















**INCORRECT**

**The correct answer is C.**

CSS priority must go to maintaining the momentum of the attack. PTP, Page 34.













**CORRECT**















**INCORRECT**

**The correct answer is A.**

The S-1 is principally concerned with maintenance of up-to-date strength reports, priorities for personnel replacements, and anticipated casualties? PTP, Page 37.















**CORRECT**

















## Lesson Exercise 3: Instructions

The following five questions will test your knowledge of the materials covered in ELO 3. There is only one correct answer for each item. When you answer each question, you will be given immediate feedback. If you answer any question incorrectly, study that part of the ELO again.



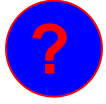












Which factor below governs positioning of the combat trains?

- A. Must be easy to locate.
- B. The ground must support vehicle traffic.
- C. Should be located in the center of built-up areas.
- D. Must be near water supply.





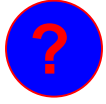












What is the most efficient method of resupplying a forward TF?

- A. Pre-positioning.
- B. Push system.
- C. LOGPAC.
- D. COSCOM.





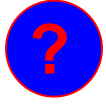












The S-4 determines the location of a LRP based on what?

- A. Tactical situation.
- B. MSR.
- C. Water supply.
- D. Location of Main CP.





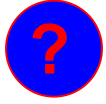












\_\_\_\_\_ are supplies placed and concealed along the battlefield.

- A. Stockpiles
- B. Supply centers
- C. LOGPACs
- D. Caches



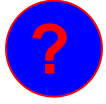












When a company is cross-attached, what happens to the CSS necessary to support it?

- A. It is also cross-attached.
- B. The company must coordinate CSS as necessary.
- C. The company brings sufficient supplies to support the mission.
- D. All but Class III is provided by the gaining unit.















**INCORRECT**

**The correct answer is B.**

Factors governing positioning..., The ground must support vehicle traffic. PTP, Page 40.















**CORRECT**















**INCORRECT**

**The correct answer is C.**

The most efficient resupply of a forward TF is accomplished by the LOGPAC.  
PTP, Page 41.













**CORRECT**















**INCORRECT**

**The correct answer is A.**

The S-4 determines the LRP locations based on the tactical situation. PTP, Page 41.















**CORRECT**















**INCORRECT**

**The correct answer is D.**

Caches are supplies placed and concealed along the battlefield. PTP, Page 45.













**CORRECT**















**INCORRECT**

**The correct answer is A.**

When a company is cross-attached, the CSS necessary to support it is also cross-attached.  
PTP, Page 47.















**CORRECT**























